



REPORT TITLE:	Board Level Metrics for Population		
SPONSORING EXECUTIVE:	Daren Fradgley, Managing Director / Deputy CEO – Core Organisation		
REPORT AUTHOR:	Daren Fradgley, Managing Director / Deputy CEO – Core Organisation		
MEETING:	Public Trust Board	DATE:	10 th May 2023

1. Suggested discussion points <i>[two or three issues you consider the Trust Board should focus on in discussion]</i>
<p>Each member of the Executive Team has personally provided their own commentary to the area for which they are the lead within the Population Strategic Objective.</p> <p>This adds a further strengthening to the ownership and accountability where improvements are required in the main IQPR Report.</p>

2. Alignment to our Vision <i>[indicate with an 'X' which Strategic Objective[s] this paper supports]</i>								
<table border="1"> <thead> <tr> <th>OUR PATIENTS</th> <th>OUR PEOPLE</th> <th>OUR POPULATION</th> <th></th> </tr> </thead> <tbody> <tr> <td>To be good or outstanding in everything that we do</td> <td>To cultivate and sustain happy, productive and engaged staff</td> <td>To work seamlessly with our partners to improve lives</td> <td>X</td> </tr> </tbody> </table>	OUR PATIENTS	OUR PEOPLE	OUR POPULATION		To be good or outstanding in everything that we do	To cultivate and sustain happy, productive and engaged staff	To work seamlessly with our partners to improve lives	X
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To be good or outstanding in everything that we do	To cultivate and sustain happy, productive and engaged staff	To work seamlessly with our partners to improve lives	X					

3. Previous consideration <i>[at which meeting[s] has this paper/matter been previously discussed?]</i>
The metrics and associated data have been considered in the Integration Committee

4. Recommendation(s)
The Public Trust Board is asked to:
a. RECEIVE and NOTE the report for assurance

5. Impact <i>[indicate with an 'X' which governance initiatives this matter relates to and, where shown, elaborate in the paper]</i>						
Board Assurance Framework Risk 01		Deliver safe, high-quality care.				
Board Assurance Framework Risk 02		Make best strategic use of its resources				
Board Assurance Framework Risk 03		Deliver the MMUH benefits case				
Board Assurance Framework Risk 04		Recruit, retain, train, and develop an engaged and effective workforce				
Board Assurance Framework Risk 05	X	Deliver on its ambitions as an integrated care organisation				
Corporate Risk Register [Safeguard Risk Nos]						
Equality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed

SANDWELL AND WEST BIRMINGHAM NHS TRUST

Report to the Public Trust Board on 10th May 2023

Board Level Metrics for Population

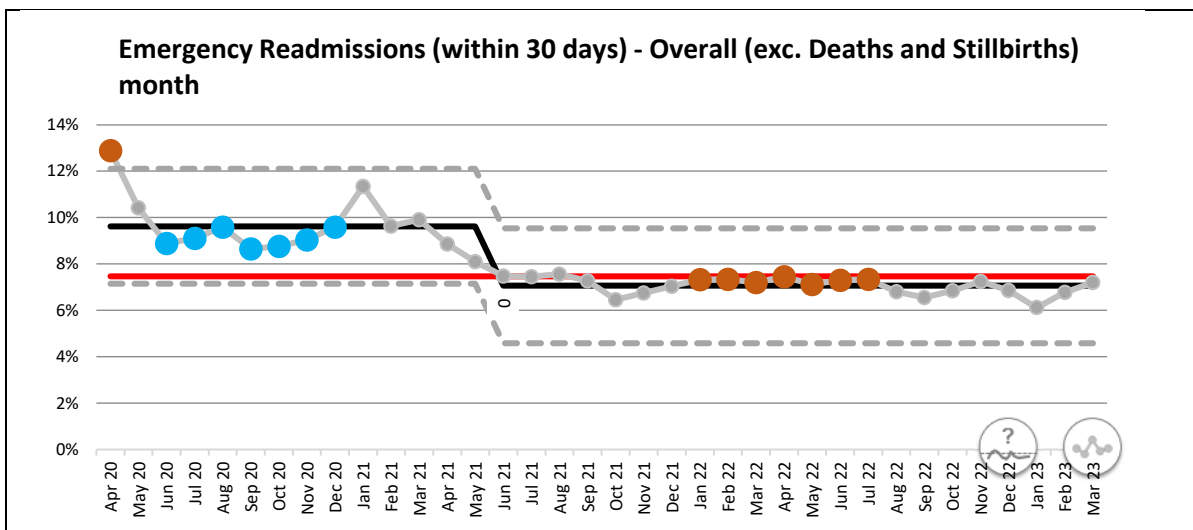
1. Population

1.1 Target Assurance Matrix

		Assurance			
		Consistently Pass Target	Hit & Miss	Consistently Fail Target	No Target
Variation	Special Cause Improvement		Total Admission Avoidance.		
	Common Cause Variation		Emergency Readmissions (within 30 days) - Overall (excluding Deaths and Stillbirths) month. Cardiology Bed Days. 2 Hour Community Response	Older People Bed Days.	Discharge to access [average length of stay] - Simple Discharge. Discharge to access [average length of stay] - Complex Discharge
	Special Cause Concern		Occupied Bed Days.		

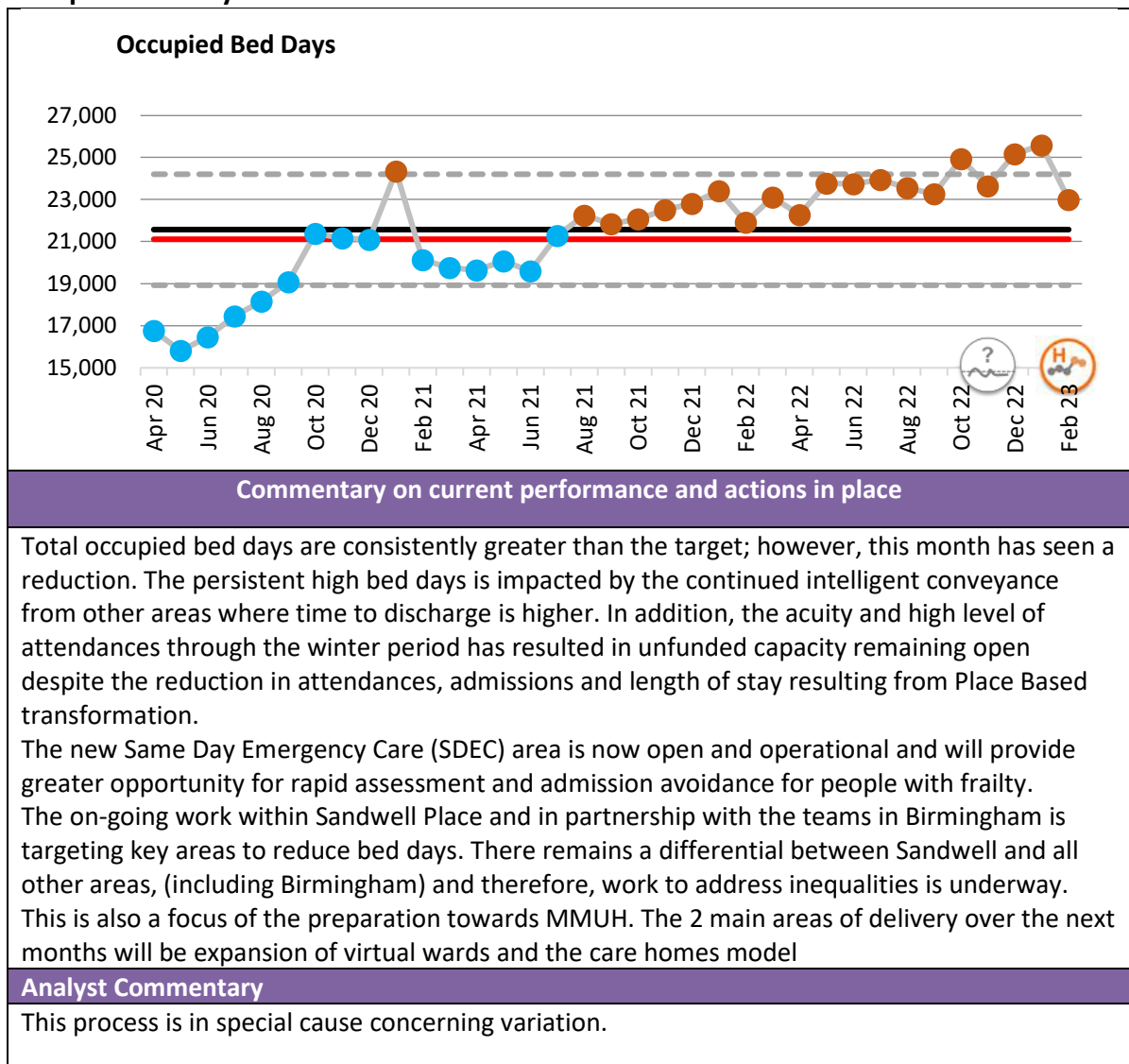
1.2 Effective

1.2.1 Emergency Readmissions (within 30 days)



Commentary on current performance and actions in place		
<p>Readmissions within 30 days continue to track below the 7% mark. There are some areas where readmissions are higher, and this is driving specific focus. For example, within Home Based Intermediate Care (HBIC). The patient caseload seen through the HBIC service is consistently above 200 but as yet the service is not fully staffed. This has led to prolonged wait times for therapy and associated readmissions</p>		
Analyst Commentary		
<p>A step change in the mean and control limits have been added from May '21, due the persistent period of lower readmissions thereafter.</p> <p>This process is in common cause variation. Target Source: Model Hospital</p>		
What will we do next and when?		
Action	Owner (Job Title)	Due
<p>Review of readmission data and benchmark against other areas to set specific focused Targets Complete recruitment to Home Based Intermediate Care (HBIC) service.</p>	<p>Deputy Chief Integration Officer</p>	<p>31st May 2023</p>

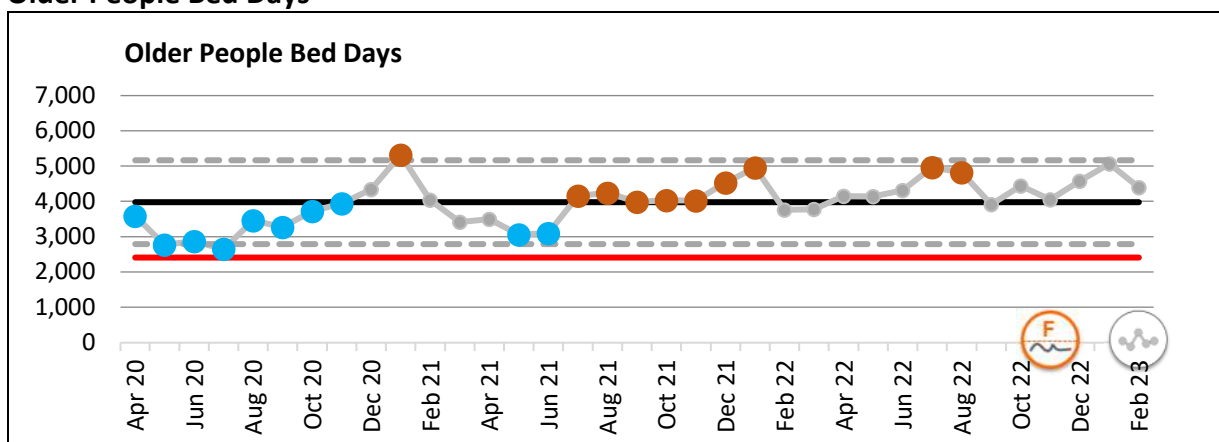
1.2.2 Occupied Bed Days



Commentary on current performance and actions in place
<p>Total occupied bed days are consistently greater than the target; however, this month has seen a reduction. The persistent high bed days is impacted by the continued intelligent conveyance from other areas where time to discharge is higher. In addition, the acuity and high level of attendances through the winter period has resulted in unfunded capacity remaining open despite the reduction in attendances, admissions and length of stay resulting from Place Based transformation.</p> <p>The new Same Day Emergency Care (SDEC) area is now open and operational and will provide greater opportunity for rapid assessment and admission avoidance for people with frailty. The on-going work within Sandwell Place and in partnership with the teams in Birmingham is targeting key areas to reduce bed days. There remains a differential between Sandwell and all other areas, (including Birmingham) and therefore, work to address inequalities is underway. This is also a focus of the preparation towards MMUH. The 2 main areas of delivery over the next months will be expansion of virtual wards and the care homes model</p>
Analyst Commentary
<p>This process is in special cause concerning variation.</p>

Target Source: Beds opening in Midland Metropolitan University Hospital and based on the anticipated occupancy rates.		
What will we do next and when?		
Action	Owner (Job Title)	Due
Commence the Frailty Oversight Group to improve governance and accountability through the delivery of associated work streams; frailty Virtual Wards, care homes and Frailty Same-Day Emergency Care (SDEC). Complete pathway alignment work with partners in Birmingham utilising data to provide assurance of delivery.	Deputy Chief Integration Officer	31 st May 2023

1.2.3 Older People Bed Days



Commentary on current performance and actions in place

The emerging transformation schemes to affect total bed days have remained incomplete due to recruitment delays. However, as the services further develop the total beds days are forecast to reduce. This is being overseen by the Trust priority objective relating to 'user journey' to ensure focus and oversight.

The new Same-Day Emergency Care (SDEC) area is now open and operational and will provide greater opportunity for rapid assessment and admission avoidance for people with frailty.

Analyst Commentary

This process is in common cause variation. If the target is below the lower process limit, the target cannot be expected to be achieved.

Metric operational definition: all medical patients aged 65 or over who have not been allocated to a specific specialism.

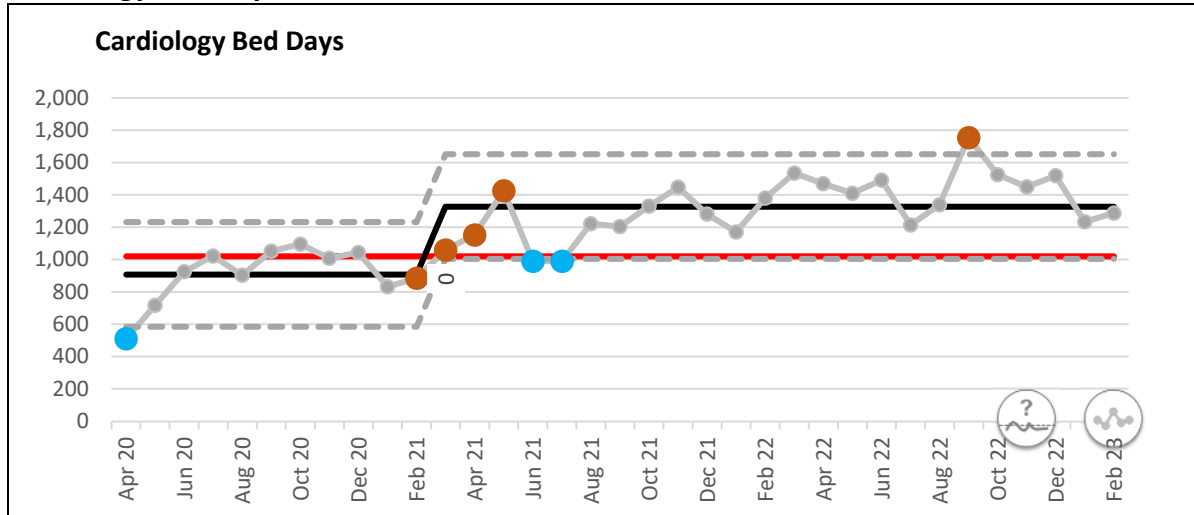
Target Source: 96 Beds build in Midland Metropolitan University Hospital based on occupancy rates.

What will we do next and when?

Action	Owner (Job Title)	Due
Increase activity through the Frailty Intervention Team (Frailty SDEC) through confirm and challenge sessions to support increased delivery and diversion of older people into community pathways. This will also be overseen by the development of the Frailty Oversight Group	Deputy Chief Integration Officer	31 st May 2023

Complete recruitment to the frailty team to support appropriate delivery.	Deputy Chief Integration Officer	July 2023
Implementation of the transformation schemes under the MMUH programme.	MMUH Delivery Director	April – November 2023

1.2.4 Cardiology Bed Days



Commentary on current performance and actions in place

Cardiology bed days are consistently higher than target.

We are currently completing the recruitment and design of the cardiology Virtual Ward to further reduce the length of stay for people with heart failure and endocarditis requiring Intravenous (IV) antibiotics.

Birmingham Community Healthcare NHS Foundation Trust currently only offer 1 appointment for residents in West Birmingham. We are working with the team to increase capacity for this population.

Analyst Commentary

A step change in the mean and control limits have been added from March '21, due the persistent period of higher occupied bed days.

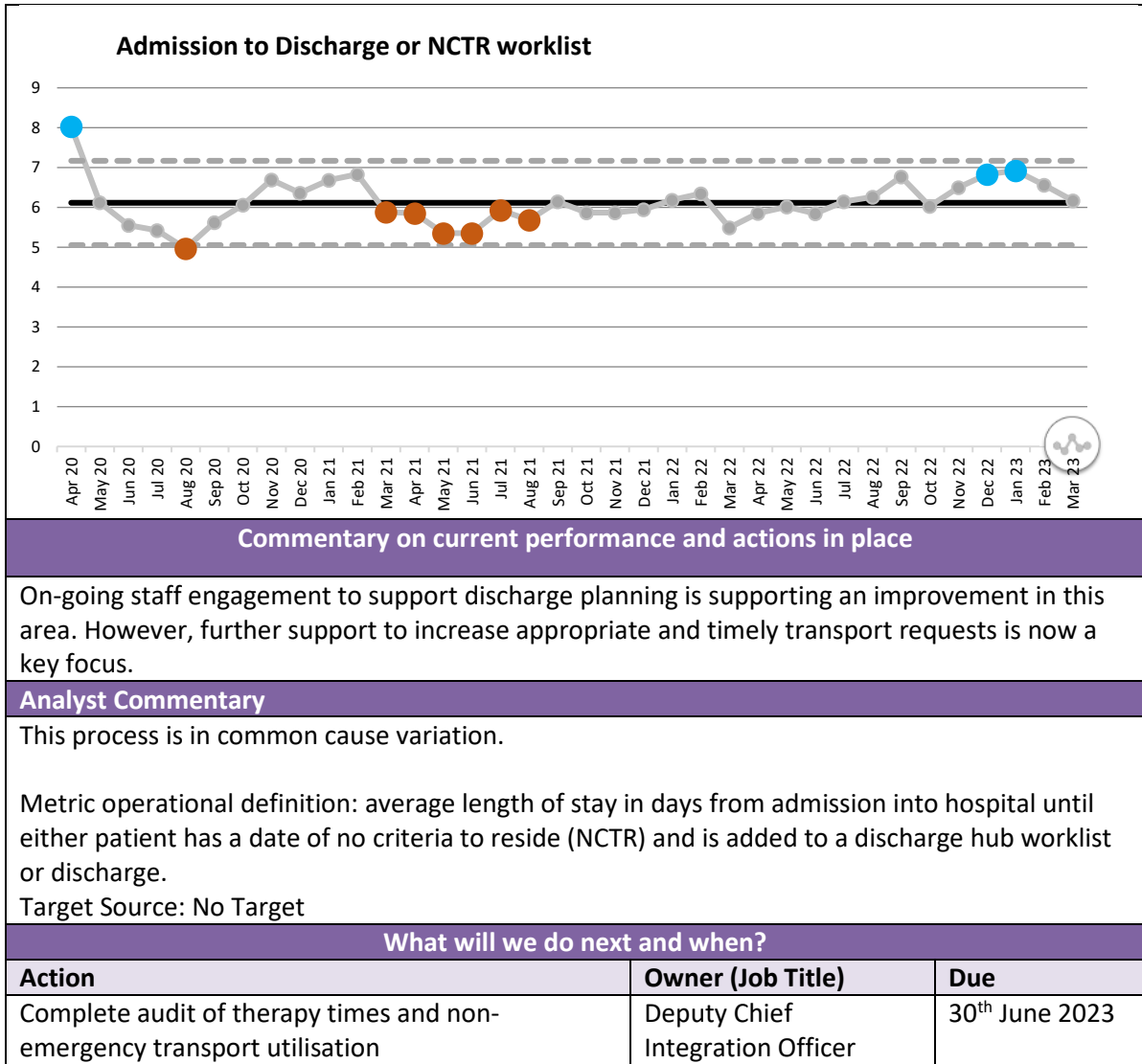
This process is in common cause variation.

Target Source: 32 Beds build in Midland Metropolitan University Hospital based on occupancy rates.

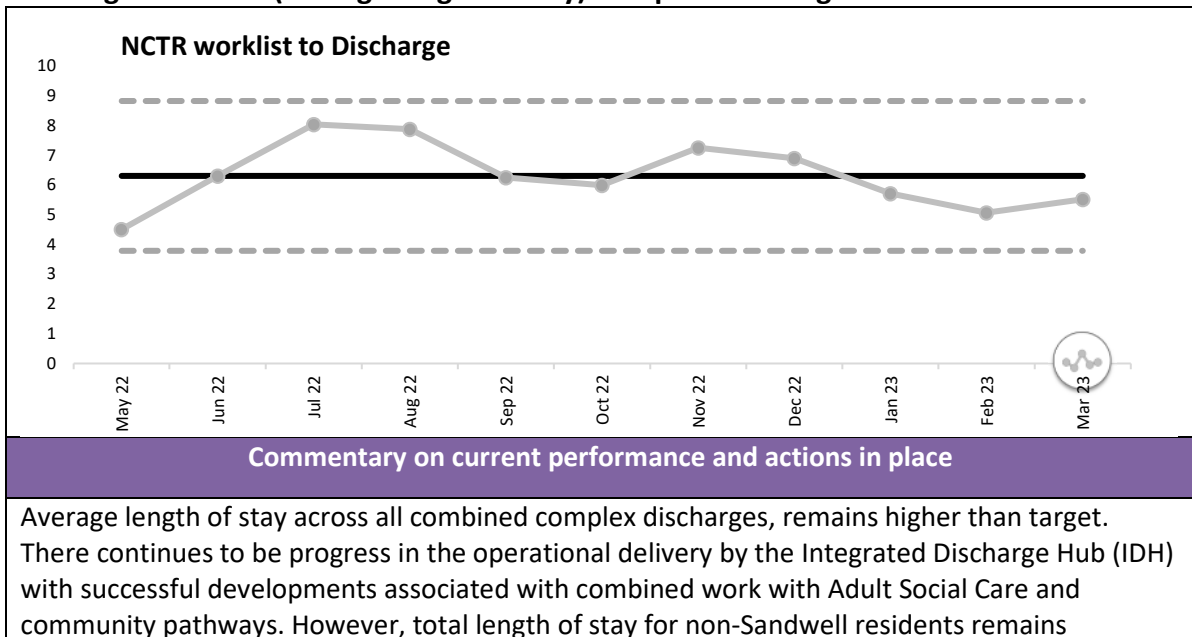
What will we do next and when?

Action	Owner (Job Title)	Due
Agree increased capacity for the cardiology Virtual Wards in West Birmingham. Implementation of the transformation schemes under the MMUH programme.	Deputy Chief Integration Officer MMUH Delivery Director	31 st May 2023 April – November 2023

Discharge to Access (average length of stay) Simple Discharge



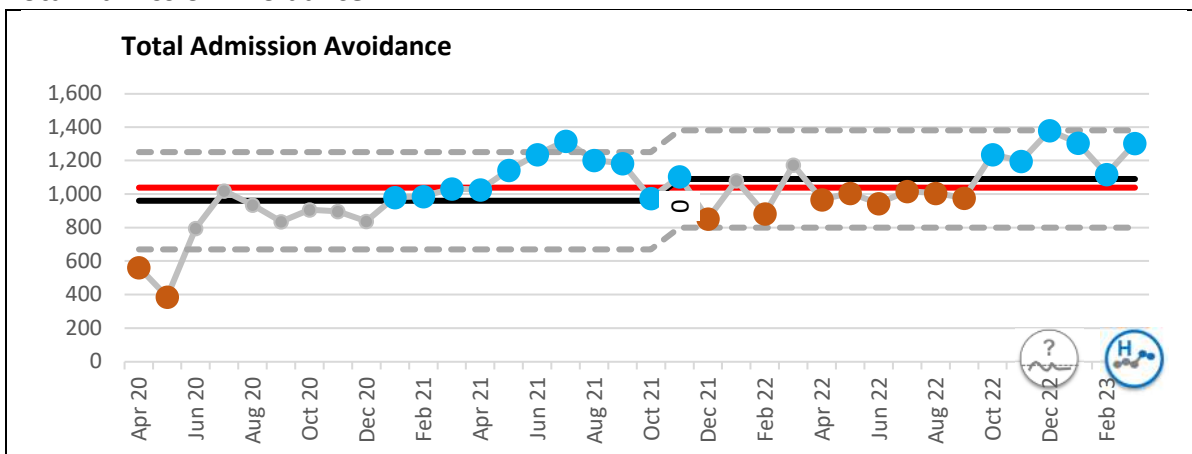
1.2.5 Discharge to Access (average length of stay) Complex Discharge



considerably higher and overall average figures are affected by small numbers of people with extremely complex needs and associated prolonged length of stay.
 We have now implemented a process where daily escalation of all people in an acute hospital bed with No Criteria to Reside (NCTR) greater than 48 hours takes place to ensure robust and rapid intervention.

What will we do next and when?		
Action	Owner (Job Title)	Due
Commence daily Discharge to Assess calls with the Birmingham team to ensure rapid resolution of delays.	Deputy Chief Integration Officer	31 st May 2023
Increase capacity at Harvest View Intermediate Care Centre to a maximum of 80 beds.		30 th June 2023

1.2.6 Total Admission Avoidance



Commentary on current performance and actions in place

Total Admission avoidance activity has increased this month with an increase in activity through the Urgent Community Response (UCR) pathways. There remain delays in recruitment which will further increase Admission Avoidance activity. However, the continued focus to ensure delivery linked to demand is being addressed by the Primary Care and Community Therapies (PCCT) clinical Groups and the utilisation of data to support activity mapping.

Analyst Commentary

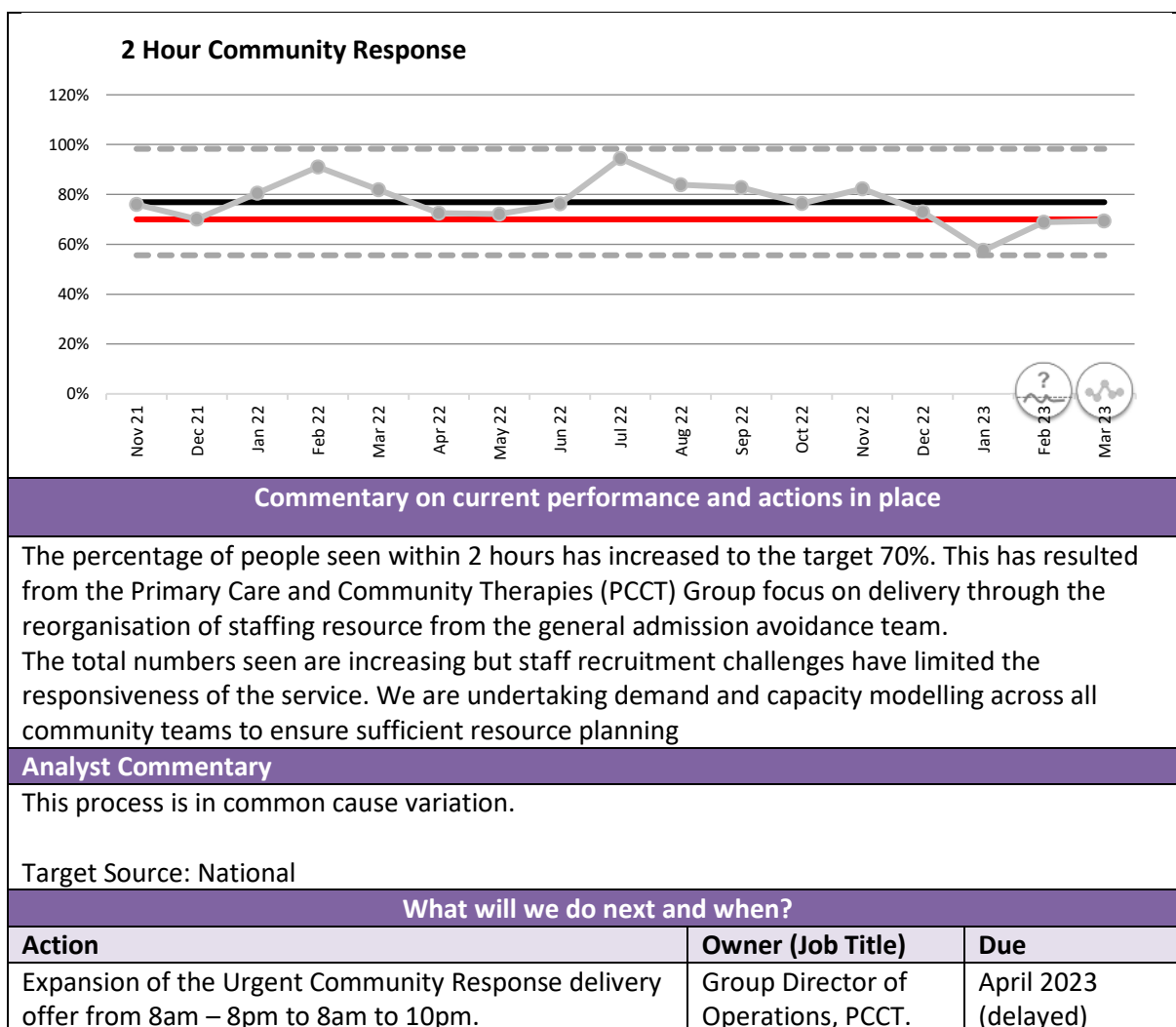
A step change was added in October 21 as we included more services. This process is in special cause improvement variation.

This chart includes schemes: Frailty Intervention Team (FIT), Covid, Hospital at Home, Palliative Care, District Nursing, and Other Admission avoidance schemes.

Target Source: Local

What will we do next and when?		
Action	Owner (Job Title)	Due
Complete recruitment to the Admission Avoidance Team.	Group Director of Operations PCCT	July 2023

1.2.7 2 Hour Community Response



2. Recommendation(s)

2.1 The Public Trust Board is asked to:

- a) **RECEIVE** and **NOTE** the report for assurance

Daren Fradgley, Managing Director
Deputy CEO – Core Organisation
May 2023